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MNT - KEEPING COLORADO "WIRED"

By Troy A. Eid

Americans don't need a multi-billion dollar, Apollo-sized federal government program to wire the nation with high-speed "broadband" Internet and telecommunications service, as several national commentators have recently proposed.

Here in Colorado, we already provide most counties with such service and will finish wiring all 64 county seats by late 2003. We are doing this through Colorado's Multi-Use Network (MNT).

Launched last October, MNT is a statewide public-private partnership championed by Governor Bill Owens and directed by the our Department's Division of Information Technologies. MNT leverages state government's buying power to bring broadband service to every county seat in Colorado. Result: Lower telecommunications rates in rural Colorado; the same service quality as in Denver; and the provisioning of new services previously unknown to many outlying communities.

Here's how MNT works:

For decades, each of Colorado's 61 state government departments, agencies, colleges and universities developed and maintained their own data-

communications networks. This led to wasteful duplication and poor service quality, especially in outlying areas.

In 1998, then-Governor Roy Romer and the Colorado Legislature decided to put all state government computer traffic on a single high-speed, reliable statewide network backbone, the MNT. The question was how to link all counties to the same broadband network at the lowest cost to taxpayers. Other states – most notoriously Iowa – bought their own data networks, propped up with huge public subsidies.

Under Governor Owens' leadership, and with strong bipartisan support, Colorado's MNT project took a more free-market approach. The State agreed to put all its data traffic on a single network, to be built, owned and operated by a private contractor. In exchange for the State guaranteeing a reasonable volume of traffic, the contractor was required to provide a fiber-optic network backbone to all 64 county seats with the same quality, reliability, and service standards everywhere. State agencies also agreed to pay slightly higher rates for Qwest services to build out the network in rural areas, with these rates declining over time.

After an open selection process, Qwest Communications in 2000 won the bid to build, operate and maintain the MNT. During the ensuing contract negotiations, the State gained a key concession: Qwest must eliminate its "backhaul" charges for all customers – public or private – located in or near each county seat, including all Internet customers within up to 30 miles from the courthouse.

Backhaul charges are mileage-based charges that telecommunications providers assess for linking each customer to a network backbone. Before MNT, for instance, customers in Alamosa paid more than \$1,000 in backhaul charges per month to link into the nearest

Please see MNT, p. 2

Also in this issue:

- ▶ Dept. Survey Results, p. 3
- ▶ C-SEAP Food Drive, p. 8
- ▶ Buffalo Bill, p. 10

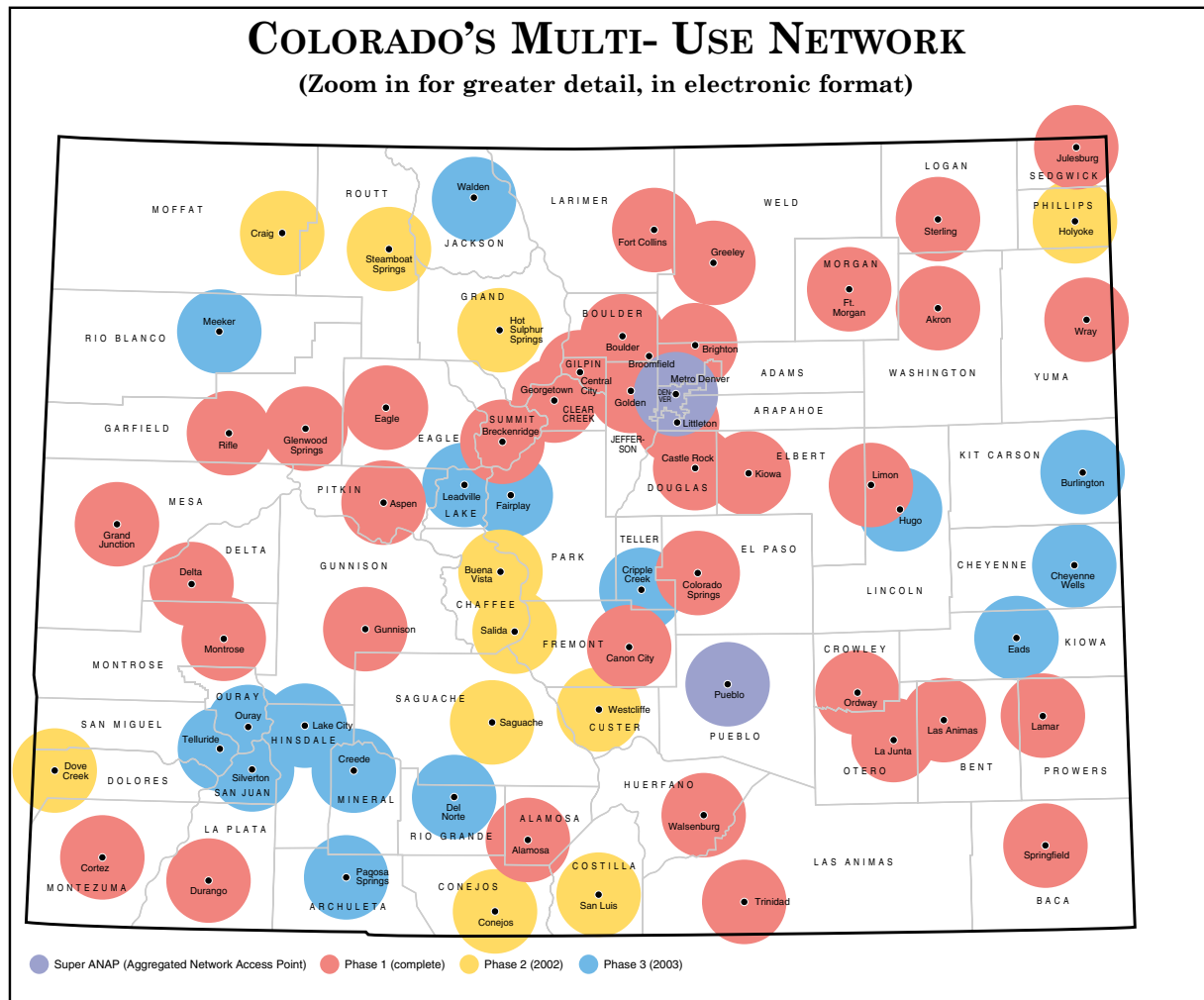
MNT, from p. 1

high-speed data network backbone, 120 miles away in Pueblo. When MNT started service last October, these backhaul charges were eliminated.

MNT brings reliable high-speed data to state offices, institutions and courthouses. A companion state grant

populated parts of Colorado – rural areas that are often hungry for the growth that frequently bypasses them for the Front Range.

On a trip to Durango last September, I learned about a local manufacturing company that had recently left town: poor Internet service prevented that business



program, called “Beanpole,” is helping local government, schools and non-profits connect to the MNT.

The possibilities for improving the quality of life in rural Colorado are breathtaking. Money-saving applications – such as distance-learning, telemedicine and using video-conferencing for court appearances instead of transporting inmates back and forth to prison or jail – will no longer die on the vine for lack of basic infrastructure. What Colorado will achieve through MNT will be felt for generations to come.

What’s more, MNT makes possible a revolution in telecommunications pricing. By eliminating backhaul charges, MNT can help businesses locate in less

from marketing its products to customers and from optimizing relationships with suppliers.

MNT now serves Durango, and the stories are changing – for the better. Businesses are expanding in part because they can finally get the same quality broadband data and Internet service as in Denver. Over time, many will see lower rates for these services.

No big government initiative dictated by Washington, DC could have done what Coloradans, through MNT, are already doing for themselves.

As executive director of the Department of Personnel & Administration, Troy Eid is the chief administrative officer for Colorado’s \$13.2 billion state government.

DEPARTMENT PERFORMANCE SURVEY

by Paul Farley
Deputy Executive Director, DPA

In December we asked all employees to participate in a performance survey, to get some feedback on a number of key issues regarding department management. All surveys were collected in confidence and compiled by Joe Czajka, an analyst in the Division of Human Resources. Many thanks to Joe for all of his work on this.

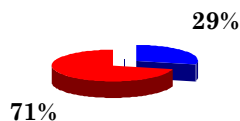
The level of agreement with the survey items are represented by the charts on the following pages. Each chart depicts the average rating for a single item. The first data point is the average rating of all employees followed by the average rating by employees of the Executive Office and each Division. Ratings below 3 represent disagreement.

On average, 52% of employees felt that their rating of the Executive Director is better today than six months ago while 18% report the rating is the same, 12%

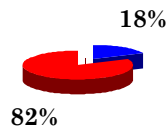
Percentage Response by Division

■ = % Responding

Admin. Hearings/
Personnel Board



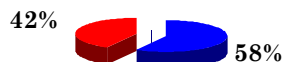
Central Services



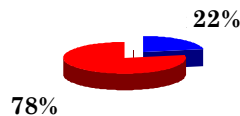
Finance & Procurement



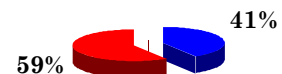
Human Resources



Information Technologies



Executive Office



We received 163 completed surveys, which is about 33% of all employees in DPA. The percentages of employees responding in each organizational unit are indicated in blue in the above set of charts.

reported it is worse, and another 18% were unsure. Regarding the Department and each Division, on average, 65% of employees reported that their rating is the same while only 8% felt their rating is worse.

While we were disappointed with the relatively low response rate, it appears that those who did respond were not shy about expressing their opinions. Employees were asked to rate a number of department and division issues using a 5-point scale with 1 meaning *strongly disagree* and 5 meaning *strongly agree*. In addition, employees were asked how their ratings today compare with six months ago.

The survey results represent an initial measure across a number of important areas. Over the next few months, we intend to follow up to identify specific areas for improvement.

We appreciate the time people took to participate in the survey. We hope this process will help us do a better job throughout the Department.

The charts use the following key.

Key: All All Employees

EO Executive Office

FP Finance & Procurement

AH Admin. Hearings/

IT Information Technologies

HR Human Resources

CS Central Services

Personnel Board

Ratings: 5 = Strongly Agree

3 = Agree

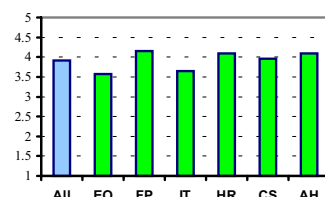
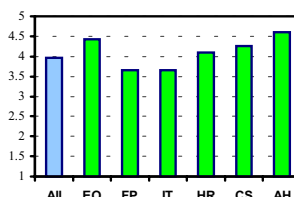
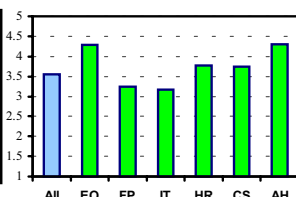
1 = Strongly Disagree

1a) Inspires me to do quality work and exceed expectations.

2a) Treats staff with respect and courtesy.

3a) Keeps staff informed of changes that affect DPA.

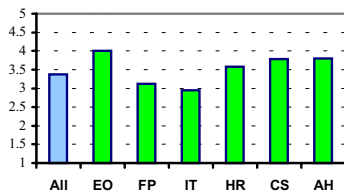
Executive
Director
(1a - 10a)



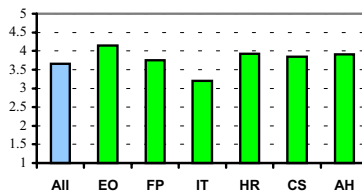
Please
See
SURVEY
p. 4

SURVEY, from p. 3

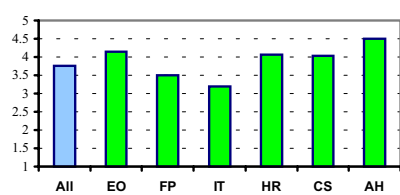
4a) Empowers staff to take action to get the job done.



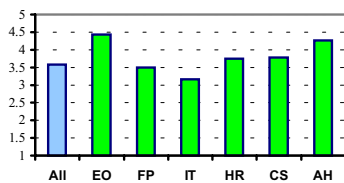
5a) Communicates clearly the vision and goals for DPA.



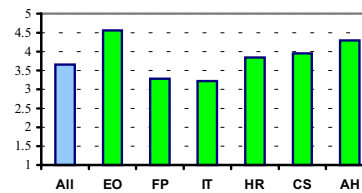
6a) Serves as a personal model of what he expects of others.



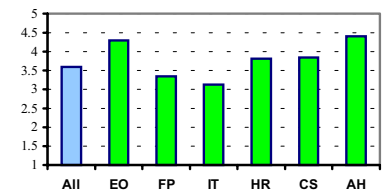
7a) Has my confidence and trust.



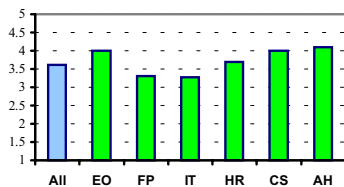
8a) Is leading DPA in the right direction.



9a) Makes the difficult decisions.



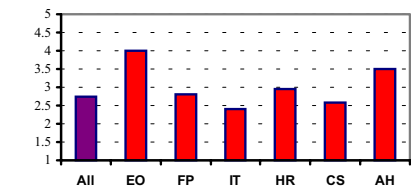
10a) Gives a straight answer when asked a question.



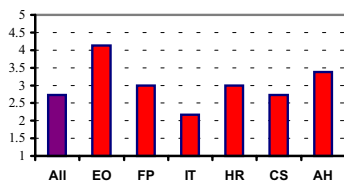
**Department Ratings
(1b - 14b)**

Ratings:
5 = Strongly Agree
3 = Agree
1 = Strongly Disagree

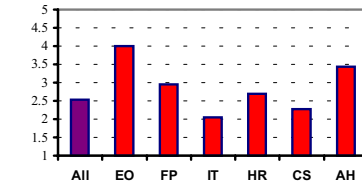
1b) It would be hard to find a better place to work than with DPA.



2b) Employees are provided the opportunity to achieve their professional goals.

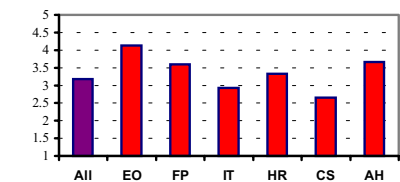


3b) There is a great team spirit among employees.

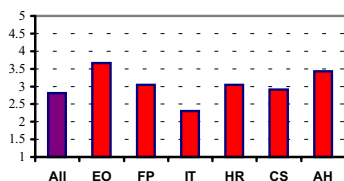


Communication (Charts 4b to 7b)

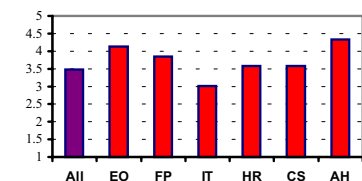
4b) The DPA website provides useful information



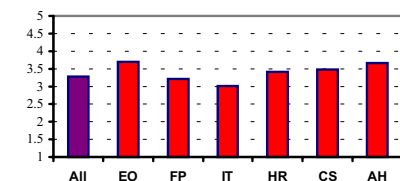
5b) Management listens to employee ideas, needs, and concerns.



6b) Management uses e-mail effectively to share information with employees.



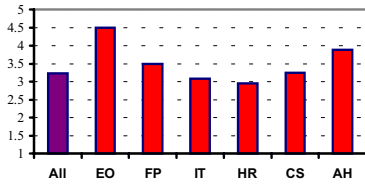
7b) The new "DPA News" contains valuable information.



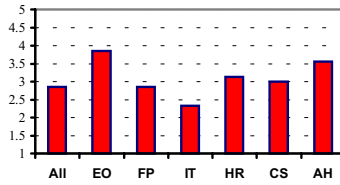
Please see SURVEY, p. 5

Credibility (Next five charts 8b-12b)

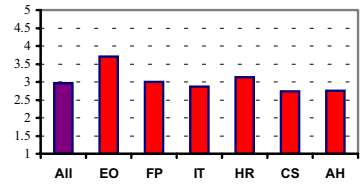
8b) Employees are held to high performance standards.



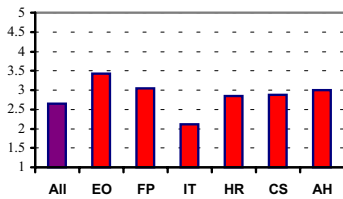
9b) Employees are recognized for job performance that is done well.



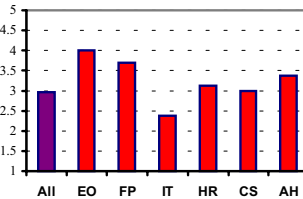
10b) Employees do not worry about their physical security while at work.



11b) Employees are provided the resources/support to do their job well.



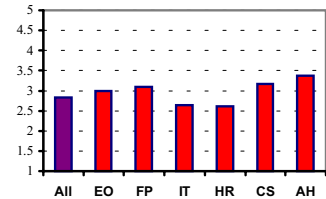
12b) Employees are encouraged to look for ways to improve their jobs.



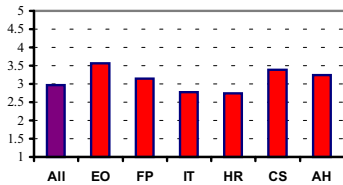
DPA Customer service

(Next two charts 13b-14b)

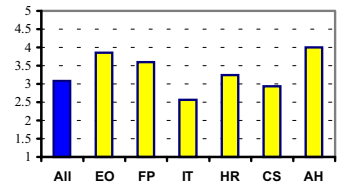
13b) DPA has a reputation for providing quality services to our customers



14b) Employees are held accountable for achieving superior customer service.



1c) Inspires me to do quality work and exceed expectations.



**Division Director
Ratings
(1c - 10 C)**

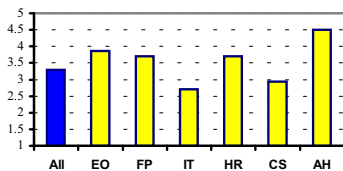
Ratings:

5 = Strongly Agree

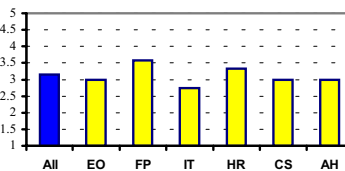
3 = Agree

1 = Strongly Disagree

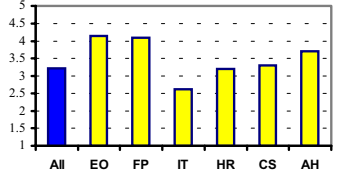
2c) Treats staff with respect and courtesy.



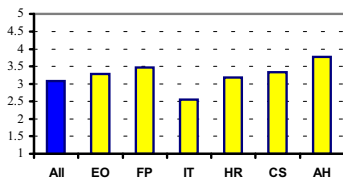
3c) Keeps staff informed of changes that affect our Division.



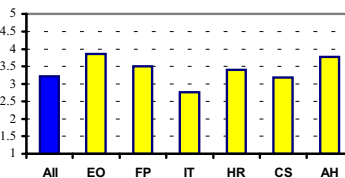
4c) Empowers staff to take action necessary to get the job done.



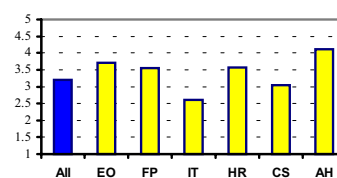
5c) Communicates clearly the vision and goals for the Division.



6c) Gives a straight answer whenever asked a question.

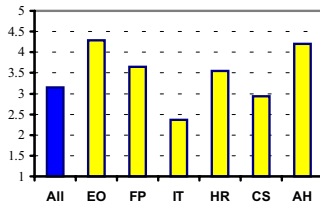


7c) Serves as a personal model of what he expects of others.

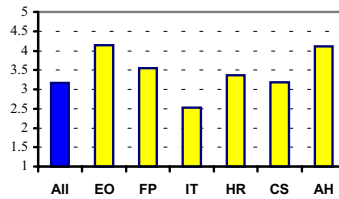


From SURVEY, p. 5

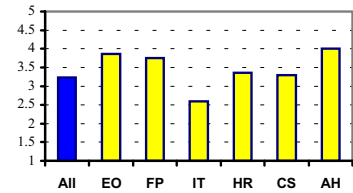
8c) Has my confidence and trust.



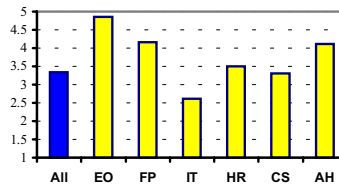
9c) Is leading the Division in the right direction.



10c) Makes the difficult decisions.



Regarding the Division
Our Division is a great place to work.



PERSONNEL CHANGES

New Employees:

Robyn Hawes (Central Services)
Jennifer Wiant (DIT)
Perry Madison (Executive Office/HR)

Promotions:

Todd Olson (Executive Office/F&B) Controller III
Sandra DiMatteo (Finance and Procurement)
General Professional III
George Sigala (DIT) Customer Support Coordinator II
Raquel Valdez (DIT) Telephone Operator II
Lenora Dobson (DIT) Technician IV

Departing Employees:

Vernon Hurd (Central Services)
Steve Clayton (DIT)
Paula Hernandez (Executive Office)

Department Employee of the Month: Danée Stout

Congratulations to Danée Stout of the Western Regional Office of the Division of Administrative Hearings, who is the Department's employee of the month for December. As the one person manager of the regional office, she sets and docketes all hearings, prepares orders, and handles all filings for the western slope. It is a job she performs with consistent professionalism and good humor, and we thank her.

We have wanted to improve the awards structure of the program, so Danée and all future recipients have the option of either a \$100 cash award or 8 hours of discretionary leave. We will be publishing the new program guidelines in the next issue of the *Dispatch*.



Division of Administrative Hearings Director Mike Williams congratulates DOAH Regional Clerk Danée Stout on being named DPA Employee of the Month.

EXECUTIVE STAFF NEWS

Monica Cortez-Sangster has been appointed as our Department's new Human Resources Manager. Monica is responsible for overseeing the daily operational activities of the state personnel system within the department.



Monica is a Colorado native and received a Bachelor of Arts degree in Liberal Arts/Social Sciences from Colorado State University. This past December, Monica graduated from the University of Colorado at Denver with a Master's degree in Public Administration.

Monica has been employed by the state for six years. She has worked for the division of human resources as a data specialist for one year and a human resources

specialist for the last three years. In August 2000, Monica became the work leader for the department's newly created human resources group.

Linda Summers has been appointed Deputy Director of the Division of Central Services. She has accepted this important new "chief operating officer" role under Rick Malinowski's leadership as division director; Rick will also be serving as the Director of the Division of Information Technologies.



Linda has devoted her career to the State of Colorado (starting in 1975) and more specifically the Division of Central Services. In her 14-year career with the division she has worked in several critical areas, which will provide her with the necessary tools to serve as the Division's Deputy Director.

HAPPY TRAILS

Our Department says goodbye to two long-time employees who have retired in the past month.

Jan Heitzman has been with Administrative Hearings for 22 years. When she first started, DOAH consisted of only the division director and herself: the director had an office and she had a small typing desk, a chair on rollers, and a manual typewriter.



Jan proudly displays a letter from Governor Owens thanking her for 22 years of state service.

Everything was done on carbon paper, so if she made a mistake she had several copies to correct.

Now DOAH has 44 FTEs and maintains offices in Denver, Grand Junction, and Colorado Springs. Over the years Jan has worked for five division directors, earned a degree at UCD, and been appointed Chief of Operations. When asked what she will miss most about her work, Jan replied, "The challenges, but that is also why I am happy to be leaving. Our office operates at a fast pace and with such a sense of urgency that my days were always full. I'm looking forward to slowing things down and taking the time to enjoy my life." Jan plans to

spend her time catching up on her reading and volunteering at the VA hospital.

Also retiring is **Helen Nopens**, who has worked for the State for 26 years. Helen has most recently served as the mail services manager. During her tenure, mail services has made the



Helen and Don Thordsen at a recent pizza party she held for her employees.

transition from an organization that was automated only in postage application and insertion, to a truly sophisticated lettershop utilizing electronic technologies to obtain postage discounts for state agencies.

For the last ten years Helen has been the "go-to" person at mail services. Helen has systematically developed areas and skills that she needed in order to grow the business and the customer base. With her eye always on customer service, Helen and her staff have worked to accommodate customers' needs and resolve any difficulties that may arise. While Helen will be sorely missed, mail services will continue to run smoothly due to her many years of hard work.

C-SEAP's CUPBOARDS ARE FULL

By Randi C. Blatt

C-SEAP's annual food drive (November 5 – December 19, 2001) was a huge success thanks to the generosity of thousands of state employees throughout Colorado. As always, the Colorado State Employees Credit Union sponsored the drive, providing employees with 58 food collection barrels statewide in which to deposit non-perishable food and monetary contributions ... and contribute they did! The C-SEAP pantry is overflowing, and the monetary donations are still rolling in. Our sincere thanks go out to all DPA employees who donated.

When the food began to arrive on December 20th, it soon became apparent that additional storage space would be needed. State Purchasing saved the day by offering to share some of their space. Thanks also to the following employees who volunteered their time to help us stock our shelves: Lenora Lancaster, Dianne Stump, Greg Mechem, Linda Schneider, Marshall Norman, Mark Gelband, Barb Stuart, Vicki Bottenberg, Shahram Ghadimi-Navai, Don Fowler, Kim Ray, John Alonzo, Suzanne Kubec, Jacque Morley, and Cindy Corwin. We appreciate your time and your thoughtfulness!

If you become aware of a fellow employee who is experiencing an emergency during 2002, please refer them to C-SEAP. In addition to food and supportive counseling, we can provide monetary assistance through the C-SEAP Emergency Fund. The application process



From left to right: Randi C. Blatt, Sabrina Seaver and Ann Kelly in the C-SEAP food bank.

is simple, and the employee's identity is kept confidential except for verification of employment. We have helped families pay for unexpected medical expenses, keep their electricity turned on, fly to another state for the funeral of a family member, relocate following incidents of domestic violence, and cope with many other situations. Recipients often make a donation after their finances stabilize, usually with a note expressing their desire to help another person. That's what it's all about!

C-SEAP can be reached at **303-866-4314** or **1-800-821-8154**

WHO IS THAT?

Who is this young man happily enjoying his sucker in the picture to the right? Be the first to guess his name and win a prize.



Last month's winner was Denise Sisneros; she correctly guessed that the little girl in the picture to the left is **Michelle Padilla** of **C e n t r a l Services**.



KUDOS CORNER

Rick Ciminelli and **Darren Eurich** of the Design Center were recognized by Director Rick Malinowski for their consistent commitment to quality. "There is no higher praise than that which comes from our customers. Rick and Darren both have shown over and over that they know how to make our customers happy."

Jared Groves of Central Services Capitol Complex was able to help Clare Pawling at DOR get some work done at 1570 Grant Street. "Jared not only satisfied what I specifically called for, he also suggested ways by which significant improvements in the results could be achieved with either very little or no additional time and effort"

Terry Ketelson received a letter of thanks from the Huerfano County Board of County Commissioners. Terry assisted them in determining which records should be transferred to the State for proper preservation.

Gil Lopez of Quick Copy was able to help out Jennifer Okes of the EDO by reproducing a number of documents in a short period of time: "... this is a hectic time of the year for budget issues. Gil has helped ensure that this Department was able to obtain some critical documents related to the budget process in a timely manner."

The MNT Team received Kudos from Troy & Paul. "We both want to extend our congratulations and gratitude to our hard-working MNT team who have been recognized by the Governor and others for their accomplishments." The MNT Team includes Nils Carlson, Guy Mellor, Rod Wolthoff, Juan Trujillo, Norbert Drenski, Sue Ellen Quam, and Frank Edlin.

Maria Sandavol of Central Services Administration, was able to help Central Collections with a debtor that only spoke Spanish. "The debtor was confused about a CDOT debt and Maria couldn't have been more helpful. Maria has once again proven to be valuable a asset to the division."

Sylvia Santistevan of Central Services Administration received thanks from Victoria Trujillo of Central Collections for helping Victoria find a conference room on short notice. "This is just one example of how many times Sylvia has helped either myself or someone else in our unit. I want you to know we appreciate Sylvia. In a time of crunch she made my job so much easier."

LETTERS OF APPRECIATION

Dear Mr. Eid,

Please accept this letter of appreciation for the extraordinary work, service, professionalism, and positive attitude that are always associated with Ms. Donna Barr, Asset Manager, State Building and Real Estate Program. I have been in the employ of the State for fifteen years and have never before enjoyed the type of support I receive from Ms. Barr each and every time her expertise can be of benefit to projects I am associated with for the Department of Corrections. On numerous occasions, when I have turned to her, she has promptly and thoroughly responded with on-point, useful information, if not an outright solution.

My sense is this type of service is probably enjoyed by all those who come in contact with her, both in the private and public sector. She is to be commended and, I hope, appreciated as a valuable asset to you and your department.

Please appreciate the fact that this is an unsolicited testimonial and only the second one I have felt compelled to write in my tenure as a State employee.

Sincerely,

John W. Gillogly
Special Projects Coordinator, CDOC

Dear Mr. Eid,

I would like to extend my sincere appreciation and thanks for your support of the General Support Services in this year's Colorado Combined Campaign.

This year, General Support Services gave \$24,306.00 to the CCC, with 26.3% employees making a contribution. This level of giving demonstrates that the employees are dedicated to improving our community.

It was a pleasure working with Laura Blake, Shirley Tucker and Justin Gomez on this campaign. Laura and her team did an outstanding job and deserve congratulations for their leadership and organization of the CCC at the General Support Services. Please thank your employees for their generosity and for making the lives of many less fortunate people in our community better.

We look forward to your continued commitment to the CCC.

Sincerely,

Kaye J. Schaaf
Account Executive, Colorado Combined Campaign

DIGGING FOR THE TRUTH

BY PAUL FARLEY

Troy asked me if I would do a regular piece for our newsletter, and said I can write about whatever I liked. Since this pretty much amounts to a blank check, I of course quickly agreed.

For this, the January/February issue, I would like to go back to January 1917, when Buffalo Bill Cody died in Denver. Many of you may know some of this story, but I hope, as Paul Harvey would say, “this is the rest of the story.”

Not too long ago, I had lunch with John Horan, president of Horan & McConaty, one of Denver’s oldest funeral service companies, and we talked about Buffalo Bill. For many years, Buffalo Bill headlined a wild west show that toured throughout the country, but made his home in the town of Cody, Wyoming. In late 1916 he traveled to Denver to stay at the home of his younger sister, Mary Cody Decker, at 2932 Lafayette Street. It was there that he died on January 10. His body was brought to the Capitol to lie in state on January 14 with a military honor guard, and thousands of citizens came to pay their respects. And this is the point at which things got a little interesting.

Cody’s will indicated that it was his desire to be buried on Cedar Mountain near Cody, Wyoming, and the folks there (including several members of his family) naturally assumed that he would be buried there. But with the encouragement of Harry Tamm, publisher of the Denver Post (which had a financial interest in the wild west show), Buffalo Bill’s wife said that he had actually wanted to be buried on a mountaintop near Denver. Unfortunately, the road to the burial site on top of Lookout Mountain was impassable in winter, so they had to keep the embalmed body until late spring. This is where John Horan comes in.

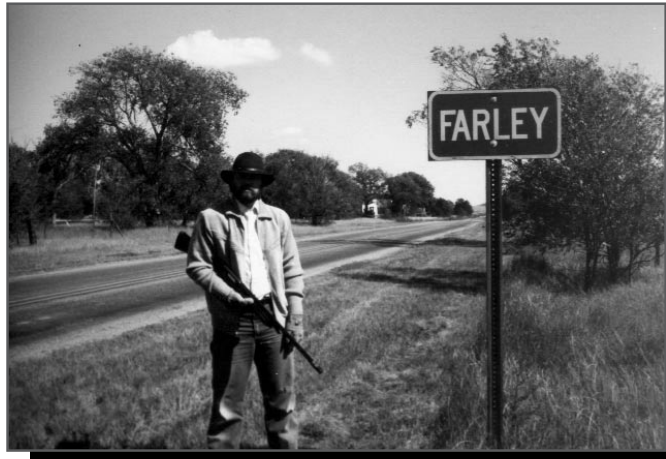
John’s great-grandfather, George Olinger, was one of the leading funeral directors in town at the time (yes, John is a fourth-generation mortician). George took charge of the care of the body after Buffalo Bill passed away. There were continuing concerns about a possible raid from townsfolk from Cody; those were probably heightened by the infamous attempt to steal Abraham Lincoln’s body in November 1876 that very nearly succeeded (I may write about this in some future

column). George had the body taken to a vault in the basement of a building at 16th and Boulder, on the northwest side of the South Platte River, for safekeeping. The State Militia (now part of the Department of Military Affairs) posted armed guards, and John’s great-uncle Joe checked on the body every so often to make sure everything was OK.

On June 3, 1917, an estimated 20,000 people looked on as Buffalo Bill’s remains were taken up to the grave site. The coffin was opened one last time, and Uncle Joe (along with several hundred others) confirmed that it was really Buffalo Bill. Following a masonic service, the

coffin was lowered into the grave. Subsequently, several hundred pounds of cement were poured on top to make sure it stayed there.

Over the years, questions have been raised occasionally about whether Buffalo Bill is in fact buried at Lookout Mountain. But as John Horan assured me, he really is there, and he isn’t likely to be going to Wyoming anytime soon.



THIS AND THAT:

- I appreciate everyone who is participating in the new Employee Council. They are going to be an important part of our process of establishing new workplace policies for flextime, telecommuting, etc. Make your employee council representatives work for you – tell them what you’d like to see (or *not* see) in our policies. We’ll all benefit from the result.
- You Can’t Please Everyone — the day after the reorg was announced, I received an anonymous photocopy of a quote from Petronius Arbiter, a Roman satirist: “We tend to meet any situation by reorganizing, and a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency and demoralization.” The Roman historian Tacitus notes that Petronius was a self-absorbed lover of luxury who committed suicide in 66 A.D., so I’m taking this with a grain of salt. But if you have any *specific* questions or concerns about the reorg, I’d appreciate hearing from you (return address requested).
- As much fun as it is to talk about what *I* want to talk about, I’d rather talk about things that interest *you*. Please e-mail me with your comments, suggestions, or questions at paul.farley@state.co.us. I look forward to hearing from you.